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Impact of Implied Organizational Support on Organizational Commitment

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Abstract:

The aim of this study is to enlighten the relationship between Implied Organizational Support (IOS) i.e. job satisfaction, locus of control and work autonomy and the organizational commitment (i.e. affective, normative and continuance commitment). Model testing is used to measure the data, and also supported by literature. The study shows that IOS is positively related with affective and normative commitment. Moreover the literature supports the direct relation between IOS (job satisfaction, locus of control & work autonomy) and organizational commitment. The study throws light on the significance of providing support to the employees in order to promote their commitment to the organization. Moreover the literature provides facts about the managerial intrusion intended to enhance IOS and reducing the negative effects of lack of IOS on employees' affective commitment. In addition to take in to account other than three dimensions of organizational commitment, this study reveals job design factors and personality that can transform the relation between IOS and commitment.

Key Words: IOS, job satisfaction, work autonomy, locus of control and organizational commitment.

1. Introduction:

"Unless commitment is made, there are only promises and hopes; but no plans"

Peter F. Drucker

We are living in a global world; day by day changes have been emerging at work place so there is a need to understand this issue as it is influencing the commitment of employees in organizations. Employee commitment is highly important as the success of the organization is highly related to the commitment of employees. Highly committed employee will have a clear vision and mission of the organization, which strongly bounds him with his duties and he will show the resident behavior. "And if human resources are said to be an organization's greatest assets, then committed human resources should be regarded as an organization's competitive advantage" (Nehmen, 2009).

The need of the time is to understand the commitment; it can be narrated as the attachment, retention, belongingness or loyalty of employees. Organizational commitment has been defined by Mowday (1992) as consisting of three components: "identification with the goal's and values of the organization, a desire to belong to the organization and a willingness to display effort on behalf of the organization."

Similarly Meyer & Allen (1990) have anticipated a three-component model of commitment which focuses affective commitment (individuals willingly attached to the organization), continuance commitment (individuals attached with organization for the sake of their need) and normative commitment (Individuals attached with the organization unwilling) (Nehmen, 2009)

Committed employees are considered as significant success factor for any organization. To develop strong relationships with employees organizations are focusing on different factors as their strategic tool like giving more compensations, autonomy, advanced working conditions and also focusing on corporation social responsibility (CSR).

Previous studies have revealed that the employees are the human capital of any organization who can lead an organization on the way to progress. So it's necessary to make the employees loyal and committed to the organization, as more the employee committed towards the organization, more he will be productive, unwavering and passionate than the less committed employee. (Larkey & Morrill, 1995).

The question arises that how an employee can be made more committed towards an organization? This paper focuses on the several factors influencing the employee commitment. Research recommends that major role is of Implied Organizational Support (IOS) in this regard (Eisenberger et al., 2004). Different researches well thought-out different variables as IOS: job satisfaction is core element in any organization to retain employees

(Abdullah et al 2007). Another factor focused by Tella, Ayeni & Popoola(2007) was motivation which they perceived as the cognitive characteristic that measures the level of commitment, Spector (1988) Terry and Jimmieson (1999) addressed that locus of control and work autonomy, both factors influence the environment at work place. So this study mainly focuses on the influence of job satisfaction, motivation, locus of control and work autonomy (as organizational support variables) on the components of employee commitment i.e. affective, normative and continuance commitment

2. Literature Review:

According to Meyer et al. (2002) and Rhoades and Eisenberger (2002), job design and Personal outlook (characteristics) are the dynamics which determine the weak or strong relationship between dimensions of organizational commitment and implied organizational support. Thus, it can be proved that on the basis of some specific individual or other relative factors, sensitiveness of employees vary toward organizational support, which results in varying the effect of IOS on their level of organizational commitment.

Based on these viewpoints lot of work is done on some major factors like job satisfaction, motivation, locus of control and work autonomy. Despite differing conceptually and empirically/ employee commitment and IOS are somewhat analogous.

2.1. IOS and Organizational Commitment:

IOS and organizational commitment are somewhat similar concepts as they both refer to the commitment, commitment of organization to employees and commitment of employees to organization (Bishop et al., 2005; Eisenberger et al., 1990; Shore and Tetrick, 1991). Organizational commitment consists of affective commitment, normative commitment and continuance commitment (Allen and Meyer, 1996). Affective commitment refers to employee who are willingly attached to the organization, normative commitment refers to the commitment of employees to continue working for organization, they consider it their obligation to continue working for their organization, continuance commitment means obligation of employees to stay at job to avoid the loss of their investment in terms of time and energy which they have dedicated to their organization and also because of limitations of job options (Allen and Meyer, 1996; Meyer et al., 1993). Fuller et al. (2003) refers to Tyler's (1999) social identity theory to explain the relationship of IOS with affective commitment. According to this theory appreciable consideration of employee's work from organization fulfills their thirst of esteem, affiliation and commitment and this motivates the employee to be more loyal and committed to the organization, they feel pride to belong to the organization (Meyer and Allen, 1991). Blau's (1964) social exchange theory also explains the relationship between affective commitment and IOS. According to this theory long run relationship among human beings are based on the exchange of resources among the individuals interacting with one another. Relationship between IOS and affective commitment considers socio-emotional and symbolic aspects of exchange (Gakovic and Tetrick, 2003; Shore et al., 2006). Moreover behaviors of organizational support are considered to be the signs of respect and appreciation by the employees increasing their trust, motivation, job satisfaction, autonomy and locus of control in the organization (Chen et al., 2005; Cheung, 2000; Eisenberger et al., 1990, 2001)

2.2. Job Satisfaction:

Previous studies expose that job satisfaction is fundamental element in influencing a firm's performance. Job commitment is considered as dependent on job satisfaction. The higher the job satisfaction, higher will be the commitment of employee and lower will be the rate of absenteeism, turnover, inattention at work and termination (Abdullah et al, 2007). Job satisfaction comes from the sovereignty, so to get the maximum output with high loyalty, organizations might be recommended to give independency to employees at workplace.

Demography of individuals like age, gender, work experience, marital status also influence job satisfaction along with the intrinsic factors (motivation, loyalty or responsibility) and extrinsic factors (compensation, fringe benefits, working environment) (Quarstein et al, 1993). Crudely defined, "job satisfaction refers to the degree to which people

resulting from the appraisal of one's job and job experience" If employee is satisfied with his working environment, he will work confidently at work place, due to this his job satisfaction increase and ultimately organizational commitment and profitability will increase (linz,2002).

According to Nelson (2002) depressed employees show unwillingness to do the job, and they show least involvement in organizational commitment, which have negative impact on the organizational performance. Researchers showed relationship of employee emotions with the different features of job satisfaction such as the nature of the work itself, level of pay, promotion opportunities, and satisfaction with co-workers, management style, culture, demographic and environmental factors, employee involvement (Schermerhorn et al., 2005,p.

158). Job satisfaction is linked with improved output and Organizational commitment, lower absenteeism and turnover, and finally, increased organizational success (Ellickson and Logsdon, 2001)

There is no hesitation to say that organizational commitment directs to job satisfaction. Job satisfaction has been identified as a part of organizational commitment (Kovach, 1977). (LaLopa, 1997) stated that Job satisfaction is a significant forecaster of organizational commitment. Numerous studies use different factors of satisfaction to forecast employee characteristics such as performance, organizational commitment, and service quality (Dienhart and Gregoire, 1993).

Tai et al. (1998) examined that job satisfaction and organizational commitment are highly connected with other. Markovits et al., (2007); recommended that affective organizational commitment was most significant with respect to levels of intrinsic and extrinsic factors of job satisfaction.

2.3. Locus of Control:

According to Rotter (1966), locus of control is the personal disposition which plays an important role in determining the way by which individual interpret the situations they come across. Locus of control is of two types, external and internal locus of control. Individual having the internal locus of control have a tendency to attribute their success or failure to internal factors like proficiency, hard work and determination, while individuals having the external locus of

control have a tendency to attribute their success or failure to external uncontrollable factors like chance, other people, divine interference and feel defenseless. (Spector, 1982).Spector (1988), developed the work locus of control scale(WLCS),an appropriate measure, for studying the determinants of locus of control in organizational setting for job related actions such as salary enhancements, promotions and punitive measures. Locus of control is considered as a moderating factor in determining the strength of relationship between dimensions of organizational commitment and perceived organizational support. Chiu et al. (2005), found that individuals having the external locus of control are more susceptible towards organizational support as the think that organizational environment is the major cause of their success or failure. So when they feel organization cares about their interests, they are likely to develop higher level of affective and normative commitment than continuance commitment, and when they feel organization is not interested in their well-being, they tend to develop higher level of continuance commitment and lower level of normative and affective commitment. On the contrary, individuals having internal locus of control percieve organizational support available less relevant in their success or failure, which reduces the strength of the relationships between perceived organizational support and the dimensions of organizational commitment. They are likely to feel that they are able to control their fates and tend to attribute their success or failure to their own actions rather than employer's support and favor. (Harvey et al., 1974).

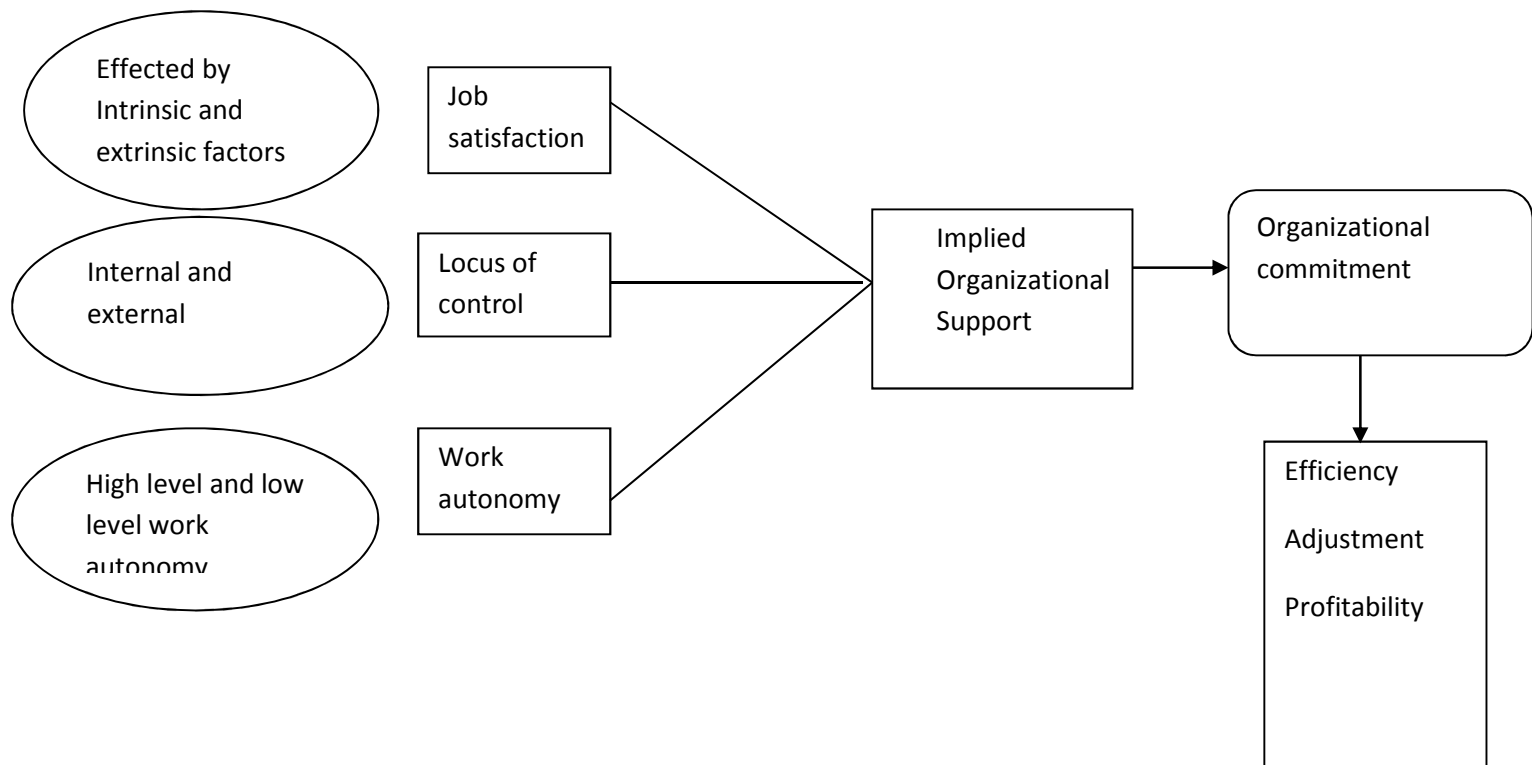
As a result, an internal locus of control tends to reduce the feeling of thankfulness and commitment towards the organization (Harris, 2005), which weakens the strength of relationship between IOS and organizational commitment. Chiu et al. (2005) empirically tested the effect of locus of control on the relationship between POS and organizational commitment.

2.4. Work Autonomy:

According to Breugh (1999), flexibility and freedom given by employer to the employees in performing their work/duties is referred as work autonomy. This flexibility and liberty depends on the job design inaugurated by the managers. Just like locus of control, work autonomy is also another important factor in determining the relationships between IOS and the dimensions of organizational commitment. In particular, low level of autonomy results into the more dependence of employees on their employers. (Semmer, 2000). Accordingly, when there is less flexibility in job design, employees are more sensitive to organizational support. And when there is less support by the organization, individuals are likely to feel neglected, maybe even more discarded by their employer which results in reduction of their level of affective and normative commitment and enhances their level of continuance commitment.

In addition, a low level of work autonomy coupled with a high level of organizational support may lead individuals to perceive the organization that employs them in a positive way, which may increase their level of affective and normative commitment and reduce their level of continuance commitment. On the other hand, individuals who have more control over their work atmosphere due to more work autonomy are less reliant on their employer. In this case, organizational commitment is less likely to be influenced by organizational support. In summary, implied organizational support is expected to increase the level of affective and normative commitment and decreases the level of continuance commitment. However, the relationship between the dimensions of organizational commitment and implied organizational support may be less obvious when employees consider that they have control over their work atmosphere caused by either their personality (locus of control) or due to job design characteristics (work autonomy).

3.0. Conceptual Framework:



3.1. Variables.

3.1.1. Dependent Variable: In this study organizational commitment is dependent variable, as it is affected by IOS.

3.1.2. Independent Variable: job satisfaction, work autonomy and locus of control (collectively termed as IOS in this study) are independent variables, as they affect dimensions of organizational commitment.

4.0. Conclusion:

This study is conducted to investigate the significant factors that can influence the employee commitment. In sum it upholds the relation between IOS and employee commitment. Most influencing factors found are job satisfaction, work autonomy and locus of control which are positively related to the affective and normative commitment. Current knowledge indicates that these two forms of commitment are enviable since they comprise significant determinants of performance and quality of life at work. The above mentioned factors are used to enhance the employee commitment. Job satisfaction can be increased by implementing different pay plans, proper wage systems and offering rewards which ultimately would raise commitment level. Work autonomy has

a great power to retain potential employees as everyone need some freedom at work. So the organizations having organic design and provide high level of autonomy to the employees, is successful in retaining its employees, as the employees are offered to enjoy decision making at work place according to their requirement. Locus of control can be termed as a personality trait; IOS helps to evolve this trait. IOS persuades internal locus of control in employees and the employees with internal locus of control are more enthusiastic towards their work. All these practices facilitate organizations to demonstrate their acknowledgment of employees' involvements and their concern for employees' interests. However it is difficult to provide organizational support in some organization settings like long distance management, virtual work teams and because of scarce resources. In such scenarios some interventions regarding job design, locus of control and work autonomy are likely to compensate the lack of ISO. Hence this study shows that organizations should support organizational designs which provide high level of work autonomy and job satisfaction. Selection of employees should be done through proper screening. It should be the most prior thing that the employees hired, have internal locus of control, because these individuals might be able to preserve their affective commitment towards the organization in spite of a lack of organizational support. All in all, this study helps to consider several interventions to reinforce employees' organizational commitment.

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